

DEPARTMENT OF HOMELAND SECURITY
UNITED STATES COAST GUARD

Semper **P**aratus



**Working with
Teams**

MANAGE TEAM EFFECTIVENESS

Team Leadership
Responsibilities

Moving through the
Stages of Team
Development

Achieving Team Goals

Project Management

*Focus primarily on
enabling the group to
progress toward
achieving its goals*

- Project Plan & Timelines
- Meeting Agenda
- As-Is State Flowchart
- To-Be Flowchart
- Metrics
- Performance Summaries

Team Norms & Behaviors

*Necessary to build &
maintain the climate /
cohesion of the group.*

- Ground Rules
- Role Clarification
- Open Dialog
- Conflict Resolution
- Meeting Critiques
- Team Health Check

TEAM DIAGNOSTIC CHECKLIST

Using the Team Effectiveness Model as a diagnostic tool, assess the following (see Centerfold):

Goals:

Are the Team's Goals:

- Y Clear
- Y Shared and agreed to
- Y Committed to by all team members
- Y Aligned with key stakeholders (includes upward alignment)

Roles:

Regarding Team Roles:

- Y Are they clearly defined
- Y Does everyone know what is expected
- Y Are they agreed to
- Y Are members carrying out their responsibilities
- Y Are roles overlapping or in conflict

Procedures:

Are Procedures established, agreed to, and used for:

- Y Planning meetings/setting agendas
- Y Running meetings
- Y Communicating before/during/after meetings
- Y Data collection and analysis
- Y Making decisions
- Y Resolving disagreement and conflict

Interpersonal Relationships:

Has the Team established:

- Y Healthy/professional working relationships
- Y Respect, openness and a level of trust

Environment:

Relating to the environment, external to the Team:

- Y Does the culture support teamwork
- Y Are resources (time/money/staff) provided to support the work
- Y Are systems (performance management, information, etc.) aligned to support teamwork
- Y Are links established and used to engage sponsors and key stakeholders

WORKING WITH TEAMS

DESCRIPTION: This guide addresses team diagnostics and includes some key tools for creating an effective work group.

USE THIS TOOL: Whenever you are leading, facilitating, or working as a team member.

DEGREE OF DIFFICULTY: *Beginner to Practitioner Level*

INTRODUCTION

Teams are more prevalent today than in the past, and there is a reason for this: The complexity of work requires more diversity in the approach to solving problems. With teamwork, however, comes challenges. Teams often must deal with common maladies, such as mismatched personalities, a lack of understanding of team dynamics, personal agendas, and miscommunications, as they attempt to achieve a set of common goals.

Much about this topic is available in the *Coast Guard Process Improvement Guide*. This booklet provides guidance on working with teams from a different perspective. It provides new insights into and tools for leaders to manage successful teams. Below is a list of the activities covered in this booklet.

- Activity** **1.0** Understanding Team Development
- Activity** **2.0** Developing a Team Charter
- Activity** **3.0** Preparing for and Conducting a Team Kickoff Meeting
- Activity** **4.0** Establishing Team Roles and Expectations
- Activity** **5.0** Establishing Team Procedures
- Activity** **6.0** Establishing Norms and Operating Guidelines
- Activity** **7.0** Communicating Effectively

ACTIVITIES

1.0 UNDERSTANDING TEAM DEVELOPMENT

Most teams go through predictable stages of development as they work together. One model familiar to most Coast Guard personnel is Forming – Norming – Storming – Performing. This section describes this model in terms of productivity and morale and what the leader must do to fast-forward to Performing.

STAGES OF TEAM DEVELOPMENT	
STAGE (Objective)	DESCRIPTION OF TEAM ACTIVITIES
FORMING (Goal Clarity)	<ul style="list-style-type: none"> Ø Clarify goals and tasks Ø Begin to define acceptable team behaviors Ø Engage in small talk and limited disclosure
STORMING (Role Clarity)	<ul style="list-style-type: none"> Ø Redefine tasks Ø Reach agreement on roles and procedures
NORMING (Integration)	<ul style="list-style-type: none"> Ø Establish ground rules Ø Resolve conflicts Ø Develop a cohesive environment Ø Collect and interpret feedback data Ø Solve operating problems effectively
PERFORMING (Shared Leadership)	<ul style="list-style-type: none"> Ø Perform tasks to accomplish goals Ø Implement decisions Ø Work effectively together and have fun

1.1



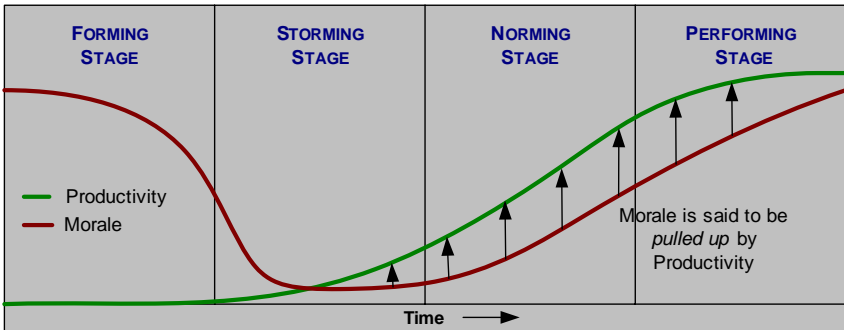
UNDERSTANDING PRODUCTIVITY AND MORALE

The chart below illustrates what happens to a team's productivity and morale as it transitions through the stages of team development.

 Refer to the CG PIG: **Group Development**

- **Forming.** Members are excited about the prospects of contributing to the team but are uncertain as to the task. Productivity is nearly zero as the team begins to coalesce and define its goals.
- **Storming.** Members begin to see the magnitude of the task and feel the *tug* of the daily workload. As this reality comes into view, morale plunges and conflicts develop, mainly because roles are not clear. Little productivity is realized.

- **Norming.** The team begins to organize and integrate its various talents and expertise to achieve its goals. Norms or team behaviors develop and the team becomes more productive. Productivity buoys morale.
- **Performing.** The team is at *full stride* and well on its way toward achieving its goals. Leadership is shared, passed on from person to person depending upon the task at hand. The team is at its most productive.



Stages of a Team Productivity vs. Morale Relationship

1.2

LEADING THE TEAM THROUGH DEVELOPMENT

Teams that get stuck in the early stages of development often fail to achieve their goals. Team leaders must act appropriately to the situation; actions generally correlate to the stages. In each stage, leaders should:

- **Forming.** Be directive. Clarify goals as early as possible. Review the team charter or directive from senior leaders. Ensure team members know what they are to accomplish.
- **Storming.** Be directive and supportive. Clarify roles and responsibilities. Develop strategies for handling conflict. Resist reacting to attacks; this behavior is simply a form of resistance to change.
- **Norming.** Be supportive. Further define roles and assignments; use win-win negotiations. Integrate individual talents and foster openness and trust.

- **Performing.** Collaborate with others, share leadership responsibilities, and create a mutually supportive atmosphere. Maintain the team environment and handle problems as they arise. Ensure the task gets done, while watching for overload and burnout.

2.0 DEVELOPING A TEAM CHARTER


A team charter is a written tool that provides a common understanding of the team’s purpose and what it needs to accomplish. It provides a firm foundation upon which the team is supposed to operate. Senior management is responsible for developing the Team Charter. The charter describes:

- PURPOSE** The team’s reason for being and overall goal.
- SCOPE** What is included, and what is not, in terms of boundaries, time, decision authority, and resources.
- OUTCOMES** Describes expected outcomes (deliverables/milestones) so that all understand what completion means.
- MEASURES** Identifies a way to measure the quality of the outcomes and the team’s performance, including targets.

2.1

DRAFT THE CHARTER

There are many ways to draft a charter. One way that works well is for the team leader and sponsor to jointly draft a charter. Alternately, the team leader can draft a charter after consulting with the sponsor. At a minimum the draft should contain the overarching purpose or goal, the scope, the deliverables, and any non-negotiables for the team’s work.

 Refer to the Stakeholder Alignment Toolset (CD): *Team Charter Instruction and Template*

2.2

GAIN TEAM ALIGNMENT

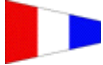
A clear, meaningful goal that is agreed to is the single most important factor in predicting team performance.

During the team’s initial meeting, the team reviews and edits the draft. Since the charter provides a venue to define the team’s purpose – what it is and is not and why the team exists, it is important to spend time to ensure common understanding and alignment. Spend time to clearly define terms used to ensure that there really is a common understanding. For example, if a team deliverable is to

implement a new operational process, check for agreement on the meaning of *implement*; ask members what types of things the team will need to do in order to implement the system.

Remember to create Specific, Measurable, Achievable, Realistic, and Time-bound (SMART) goals.

2.3



FINALIZE THE CHARTER

The charter is not final until the Leadership Sponsor (a command-level representative) endorses it. If the team's edits have altered the content of the draft charter, especially the deliverables and timeline, it may be necessary for the team (or team leader) and the Leadership Sponsor to meet to finalize and agree on the revised charter.

3.0

PREPARING FOR AND CONDUCTING A TEAM KICKOFF MEETING

At the team's initial meeting, the leader and facilitator work together to *form* the team and prepare them to begin work. The initial kickoff meeting should generate an air of excitement and anticipation for the challenging work ahead, and in this regard it is often useful to have one of the organization's senior leaders give the team *pep* talk to thank them for their important contribution to the organization. That said, the purpose of the team kickoff meeting is to:

- Introduce members – title, experiences, interests, and expectations;
- Clarify goals and objectives;
- Finalize the charter – purpose, scope, and deliverables;
- Understand roles and responsibilities;
- Establish ground rules – how the team will work together.

3.1



PREPARE FOR THE KICKOFF MEETING

In preparation for the team kickoff meeting, the team leader/facilitator should draft and send team members background materials such as:

J Meeting Announcement

- Meeting logistics information;
- Draft team charter;
- Meeting agenda.

J Meeting Agenda

This will allow people time to prepare for the meeting. The agenda should identify:

- Meeting purpose;
- Task/discussion topics with outcomes;
- Planned timeframes for each topic;
- Topic leaders.

3.2



CONDUCT THE KICKOFF MEETING

The team kickoff meeting may be a short dedicated meeting or the opening session of a longer multi-day off-site workshop. In either case, the kickoff tasks are important to team function and productivity and must be accomplished. Below is a list of associated activities and tasks, presented in the order in which they should be accomplished:

a *A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.*

– *The Wisdom of Teams,*
Katzenbach and
Smith

1. Review meeting agenda.
2. Get everyone involved early through introductions, an icebreaker, and a sharing of concerns and expectations.
3. Agree on meeting management roles for team leader, facilitator, timekeeper, scribe, minute taker.
4. Establish ground rules and acceptable behaviors.
5. Cover project charter, roles, responsibilities, and goals.
6. Accomplish agenda items while recording significant comments, ideas, thoughts, and accomplishments.
7. Review action items, agreements, parking lot issues, and agenda for next meeting.
8. Go around the table to get feedback.

4.0 ESTABLISHING TEAM ROLES AND EXPECTATIONS

A role is set of actions and behaviors one is expected to perform. It includes both the *what to do* and the *how to do it*. Many times team dysfunctions result from a lack of role clarity, especially at the outset of a project. Thankfully, there are tools that leaders can use to develop, define, and document team roles.

COMMON ROLE PROBLEMS	
PROBLEM	DESCRIPTION
ROLE AMBIGUITY	<ul style="list-style-type: none"> ∅ Not clearly defined ∅ Not understood ∅ Not agreed to
ROLE CONFLICT	<ul style="list-style-type: none"> ∅ Others' expectations are not known ∅ Contradictory expectations ∅ Lack of commitment or buy-in to the role ∅ Unclear scope or role overlap
MULTIPLICITY OF ROLES	<ul style="list-style-type: none"> ∅ Various roles on various teams ∅ Individual roles based on independent work

4.1

ESTABLISH TEAM/PROJECT ROLES


Teams have defined roles and responsibilities independent of the actual task or project on which they are working. These roles are defined below:

LEADERSHIP SPONSOR

- ∅ Acts as a champion for the work by providing support, resources, and guidance.
- ∅ Works with command leadership to draft charter and select team.
- ∅ Supports and monitors team progress.
- ∅ Keeps other external stakeholders informed, involved, and supportive of the work.

TEAM LEADER

- ∅ Works with sponsor to clarify team charter and select team members.
- ∅ Leads the team to achieve its purpose and outcomes (deliverables).
- ∅ Manages the project timeline.
- ∅ Coordinates team administrative details and activities.
- ∅ Leads team meetings, or coordinates this with team facilitator.
- ∅ Acts as key contact for communication between the team and the rest of the organization; ensures all stakeholders are involved appropriately.
- ∅ May intervene with team member supervisors to resolve difficulties of team members in being released for their project assignments.

 Refer to the CG FIG: *Team Leader and Facilitator Responsibilities*

- Ø Is a member of the team, attends meetings, carries out assignments, and shares in the team's work.
- TEAM MEMBER**
- Ø Applies knowledge and expertise.
 - Ø Assists the team leader in planning and managing meetings.
 - Ø Participates in all meetings and discussions.
 - Ø Carries out agreed upon actions according to schedule.
 - Ø Gathers and analyzes data.
 - Ø Considers participation in the team as a priority responsibility, not as an intrusion on day jobs. The team project is part of the real job.
 - Ø Shares in the accountability for results.

- TEAM FACILITATOR**
- Ø Assists the leader in planning, facilitating, and debriefing meetings.
 - Ø Provides guidance on processes for planning, decision-making, problem solving, etc.
 - Ø Helps the team stay on track to achieve its goals.
 - Ø Ensures balanced participation during team discussions.
 - Ø Provides coaching and feedback to the leader and members on behaviors.
 - Ø Helps the team take responsibility for itself.
 - Ø Remains neutral regarding project content.

4.2

ESTABLISH TEAM-MEETING ROLES

Team meetings are governed by their own set of roles. Effective teams establish these roles early on:


 Refer to the CG FIG: *Meeting Management*

- **Leader**. Responsible for planning and managing the meeting.
- **Timekeeper**. Keeps track of time and reminds group of planned start and stop times for agenda items. Assists in maintaining meeting pace.
- **Minute Taker**. Makes and publishes a record of the proceedings. Accurately captures the essence of decisions and discussions, especially action points, agreements, and open issues.

- **Flipchart Scribe.** Writes important points of discussion on flipcharts. Assists by focusing group attention.
- **Facilitator.** Actively assists the leader in accomplishing meeting tasks, and building and maintaining group effectiveness. Focuses on the meeting process rather than the content.

4.3

CHART ROLES AND RESPONSIBILITIES

 Refer to the Stakeholder Alignment Toolset (CD): *Roles and Responsibilities Chart Instruction and Template*

Sometimes roles and responsibilities are not so easy to define. Larger teams with members from multiple disciplines and varying organizations require more to effectively establish a chart of roles and responsibilities. Role charting helps teams move more smoothly through the Forming and Storming stages and into action. Responsibility charting helps focus on who will do what on the team in terms of the project, activities, decisions, and communications.

5.0 ESTABLISHING TEAM PROCEDURES

Successful teams skillfully manage team activities to ensure they work effectively together and with other key stakeholders. In doing so they establish, agree to, and use meeting agendas, minutes, and project plans to efficiently accomplish tasks. They also ensure alignment with those who can influence the team's success by developing stakeholder maps to help them understand their stake in the team's work and by executing communications plans to ensure acceptance and buy-in.

5.1

CONDUCT EFFECTIVE MEETINGS

Agendas, minutes, and action item lists are all proven ways to ensure team processes are productive, as discussed below.

AGENDA

Agendas identify the major activities that will be performed to achieve the session purpose. The agenda is the vehicle for communicating to the participants what will happen. Agendas require advanced planning. They give the meeting

leader the opportunity to organize the proceedings in a logical order and create the critical questions to be answered during the session.

MINUTES



Refer to the Stakeholder Alignment Toolset (CD):

Minutes Template

Minutes record team activities, decisions, and action items to assist team leaders in ensuring continuing progress. Comprehensive minutes can help:

- A new or existing member to catch up;
- The team to retrace its steps;
- The leader to remember decisions;
- The facilitator to prepare a presentation.

OFFLINE ACTIONS & ACCOUNTABILITY

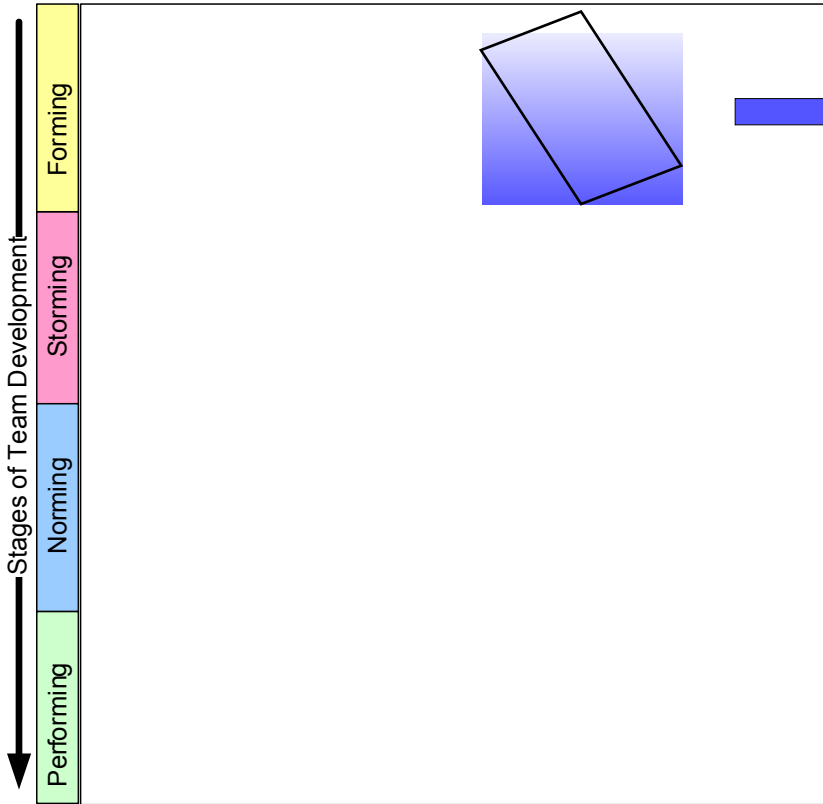
A critical key to team success is how effectively offline activities are managed. Successful teams produce most of their work outside of meetings. They use meetings to coordinate action, review draft documents, and make decisions. Teams must ensure they have a mechanism to keep track of action items, while reinforcing a team norm for accountability. The best teams self-monitor these activities.

5.2



PLAN THE PROJECT

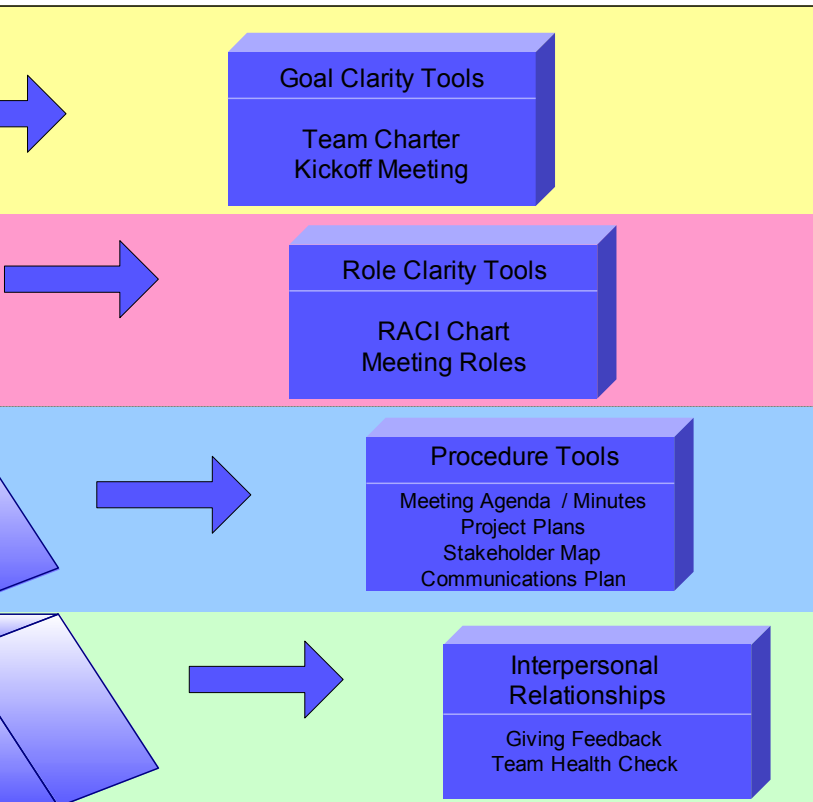
A project is an undertaking that has a beginning and an end and is carried out to meet established goals within cost, schedule, and quality objectives. There are three documents the team needs to develop during this planning process: Project Plan, Stakeholder Map, and Communications Plan. These documents are summarized below.



Groups that call themselves teams usually have

- 3 A reason or purpose for working together;
- 3 A need for each other's experience, ability, and contribution;
- 3 A belief that working cooperatively will lead to more effective performance;
- 3 Group accountability within the larger organization.

PROCESS MODEL AND TOOLSET



:

commitment to obtain a mutually held goal;
more effective output than working alone;
n.

PROJECT PLAN

A project plan is a document that shows the activities, people responsible, milestones, and timelines for all activities needed to be completed to accomplish the project charter. Graphical tools such as a Work Breakdown Structure or a Gantt chart can be very useful in planning and tracking project progress.

KEY TASK/ GOAL	KEY ACTIVITIES/ ANALYSES	RESPONSIBLE MEMBER	DUE DATE	STATUS

STAKEHOLDER MAP

Early in the planning process it is important to identify who the key stakeholders are, what their stake is, who on the team will interact with the stakeholders, and how and when that interaction will occur. The table below can be a helpful reference throughout the course of the work.

- **Stakeholder.** Anyone who can be affected by or can affect the team's outcomes.
- **Stake.** The stakeholder's interest in the activity or outcome.
- **Team Contact.** The team member who is responsible for engaging the stakeholder.

STAKEHOLDER	STAKE	TEAM CONTACT	HOW/ WHEN TO CONTACT

COMMUNICATIONS PLAN

Another helpful tool is a Communication Plan for gathering information from and providing information to stakeholders. A Communications Plan includes the messages to be communicated, to which stakeholder, how often, and how. A comprehensive team communications strategy builds acceptance for its recommendations and work products. It addresses stakeholder interests to facilitate their buy-in and involvement and also helps deal with resistance. Additionally,

the plan/strategy addresses the feedback loops that will enable the team to make project plan and deliverable adjustments to ensure team success.

STAKEHOLDER	MESSAGE	HOW OFTEN	HOW/COMMUNICATIONS VEHICLE

6.0 ESTABLISHING NORMS AND OPERATING GUIDELINES

Norms can be explicit or implicit. Explicit norms are those we consciously adhere to and in most cases are written. They include team policies and procedures, charters, mandated timelines, ground rules, and planning documents. Implicit norms are the team’s *unwritten rules*. They answer the question, *What’s okay to do and not okay to do?*

During the Forming and Storming phases, teams develop positive and negative norms. During the Norming phase, teams begin to separate out the negative norms and settle into a pattern of productive work. At times, facilitators must identify the norms that are *contributing* to or *diminishing* performance. Once identified, the team can address them. Teams that come to an agreement on how to behave at the outset are productive more quickly. A simple process to develop operating guidelines is as follows:

1. On sticky notes, brainstorm possible operating guidelines; one per sticky. Affinitize the individual suggestions.
2. Discuss meeting logistics, such as when, where, for how long, who arranges, and who attends.
3. Determine attendance standards and problem resolution; how many for a quorum and if substitutes are allowed.
4. Assign meeting roles and define what conduct is expected of members.
5. Develop conflict resolution, problem solving, and decision-making procedures
6. Employ effective meetings tools, such as agendas and minutes.
7. Discuss communicating *unmentionables*, consensus, and feedback.

6.1 MAKING DECISIONS

Teams must make high-quality decisions, those that are both technically correct and have the support of those who are responsible for implementation. Ideally, decisions should be

made on the right items, the right way, the first time. A group or team should decide which decision style is appropriate to the issue at hand before moving into decision-making. High-quality decisions are based on:

- Having the right information;
- Using systematic analysis;
- Involving the right people.

There are four basic decision-making styles. Each is useful and has its place, depending on the situation. In selecting the style, it is helpful to consider decision-making criteria such as speed, the need for shared ownership, expertise or competence, and the level of interest or concern.

- **Command.** Decision made by an individual without consulting others.
- **Consultative.** Decision made by an individual after obtaining the advice and involvement of others who have relevant knowledge or will be impacted by the decision.
- **Majority Voting.** Decision made by an agreed-upon majority vote. Voting is a win/lose method.
- **Consensus.** Decision made by agreement of the entire group after considering facts, alternatives, and impacts.

SUMMARY OF DECISION-MAKING STYLES

DECISION STYLE	QUALITY	EFFICIENCY	BUY-IN
Command	Low	High	Low
Consultative	Medium	Medium	Medium
Majority Voting	Medium	Medium	Medium
Consensus	High	Low	High

6.2

SOLVING PROBLEMS

The *Coast Guard Process Improvement Guide* has several methods of problem solving. The table below shows a simple team problem solving methodology that can be used very effectively in almost every situation. Get agreement early on about what method will be used to solve problems.

GENERIC PROBLEM SOLVING METHODOLOGY

STEP	PROPERTIES
Define the Problem	Before expending team resources: <ul style="list-style-type: none"> • Ensure the team knows what problem it is solving • Define current state and organizational impact
Brainstorm Actionable Alternatives	Identify all feasible alternatives: <ul style="list-style-type: none"> • Use brainstorming rules • Allow wild ideas from which to springboard • Let loose the imagination
Evaluate Alternatives	Select criteria by which to: <ul style="list-style-type: none"> • Evaluate individual alternatives • Compare the relative merit of alternatives
Determine How to Implement	For the alternatives that have the most promise: <ul style="list-style-type: none"> • Determine the steps from start to finish • Assign responsible persons and due dates

7.0 COMMUNICATING EFFECTIVELY

Poor team communications is the single most important contributor to team dysfunction, according to research. Effective communications acts as a catalyst for all other team activities. The following mechanisms have been found to be effective measures for healthy team communication. The OPC can play a major role in developing these skills in team members, while ensuring a greater probability of team success.

7.1 DEVELOPING OPENNESS AND TRUST

All team members are responsible for building a climate of openness and trust within their team. In her book *Team Basics: Practical Strategies for Team Success*, Arnold makes the point that trust is not bestowed on people; individuals must earn their teammates' trust. In doing so, team members should agree to:

- Be honest;
- Have integrity;
- Be consistent;
- Manage Conflicts;
- Accept Mistakes;
- Share Information;
- Avoid the **5 Deadly Sins of Teamwork**:
 - Talking AT, rather than WITH others;
 - Talking ABOUT others;
 - Talking AROUND others;
 - Whining;
 - Avoidance.

7.2



ACTIVELY LISTENING

a *Try showing rapt interest during your next conversation with a colleague and see how far it goes!*

Actively listening is more about helping other persons express themselves than improving one's own listening skills. Through prompts, rephrasing, asking open-ended questions, body language and showing empathy, the listener can make the speaker feel as though he or she has an attentive audience. The following is a rubric for employing these active listening skills.

PROBE MODEL FOR ACTIVE LISTENING

(By Tom Werner of QualTeam, Inc.)


SKILL	HELPS TO:	EXAMPLE
P rompt	Keep the conversation going	Tell me more about that...
R ephrasing	Summarize and elaborate	So what you're saying is...
O pen-Ended Questions	Guide and explore	What do you see as the problem?
B ody Language	Show interest and enhance credibility	Accounts for 75% of all communication
E mpathy Statements	Show relating and understanding	I relate to how you feel...

7.3



GIVING AND RECEIVING FEEDBACK

Healthy interpersonal relationships allow others to challenge opinions, thought processes, and assumptions without blaming, hurting feelings, or tearing each other down. Feedback should be constructive and delivered skillfully. Following are some guidelines for giving constructive feedback:

 Refer to the Stakeholder Alignment Toolset (CD): *Guidelines for Giving Constructive Feedback*

- Make sure the timing is appropriate. Ask if the individual is open to receiving some feedback.
- Focus on the individual's behavior and its consequences for the project, the team, and you. Be specific and descriptive, not evaluative.
- Take into account the giver and receiver's needs. Elicit the individual's perceptions of his/her behavior, intent, and perceptions of the impact. Don't make it personal.
- Work on an agreement about the needed changes and then follow through; develop consequences for not following through.

7.4



CHECKING TEAM HEALTH

There are a variety of individual and team assessments that can help enhance team performance and member satisfaction. The Team Health Check can be used to enhance established-team performance, or as a way to surface conflict and issues so they can be dealt with productively. This team self-assessment tool consists of two parts: an assessment of key team success factors and a narrative comments section. The assessment section rates the following on a 10-point scale:

Environment	Purpose	Meetings
Planning	Communications	Trust
Conflict Mgmt	Participation	Decision-Making
Commitment	Roles	Goals
Initiative		

Facilitator Intervention Levels

HIGH	MEDIUM	LOW
<ul style="list-style-type: none"> • Mediate • Discuss Online • Discuss Offline with Horsepower • Discuss Offline 	<ul style="list-style-type: none"> • Process check • Team Feedback • Park It • Remind • Limit Airtime • Suggest or Redirect 	<ul style="list-style-type: none"> • Movement AND Eye contact • Movement Toward • Stand Up (if Sitting) • Eye Contact




Refer to the Stakeholder Alignment Toolset (CD): **Team Health Questionnaire and Scoring Template**









The Team Health Check narrative section gathers qualitative data and information on the following questions/instructions.

1. What factor(s) did you rate highest?
2. Give specific examples that support your evaluation.
3. What factor(s) did you rate lowest?
4. Give specific examples that support your evaluation.
5. What behavior or action could you personally alter (start, stop, or do more or less of) to improve team effectiveness?
6. What one or two things outside the team's sphere of influence or control, which, if they were changed, would pay off in an important way? Describe the impact.



USEFUL TOOLS

The following tools – templates, forms, worksheets, calculators, slide decks, facilitator notes, etc. – are included in the following references or on the accompanying compact disc .

Tool	Reference
Stages of Team Development	CG PIG
Team Charter Template and Instruction	 Stakeholder Alignment Toolset
Team Roles and Responsibilities	CG PIG
RACI Charting (for Roles and Responsibilities)	 Stakeholder Alignment Toolset
Meeting Minutes Template	 Stakeholder Alignment Toolset
Meeting Ground Rules Guidelines	 Stakeholder Alignment Toolset CG PIG
Tips on Conducting Effective Meetings	 Stakeholder Alignment Toolset CG PIG
Tips on Conducting Teleconference or Videoconference Meetings	 Stakeholder Alignment Toolset
Giving Positive Feedback Model and Tools	 Stakeholder Alignment Toolset
Team Health Check Questionnaire	 Stakeholder Alignment Toolset



REFERENCES

INTERNAL USCG REFERENCES

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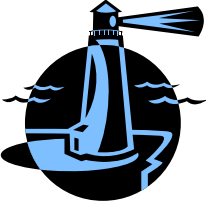
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TERMS AND DEFINITIONS



The intelligence of a team exceeds the intelligence of the individuals in the team.

– Peter Senge

External Environment: The impact of influences from outside the team.

Forming: The initial stage of team development in which goals and task must be clarified and members are seeking inclusion.

Goals: What the team is to accomplish.

Interpersonal Relationships: The quality of interaction among team members.

Norming: Third stage of team development in which the team begins to establish norms of behavior, procedures, and alignment/integration of team skill sets.

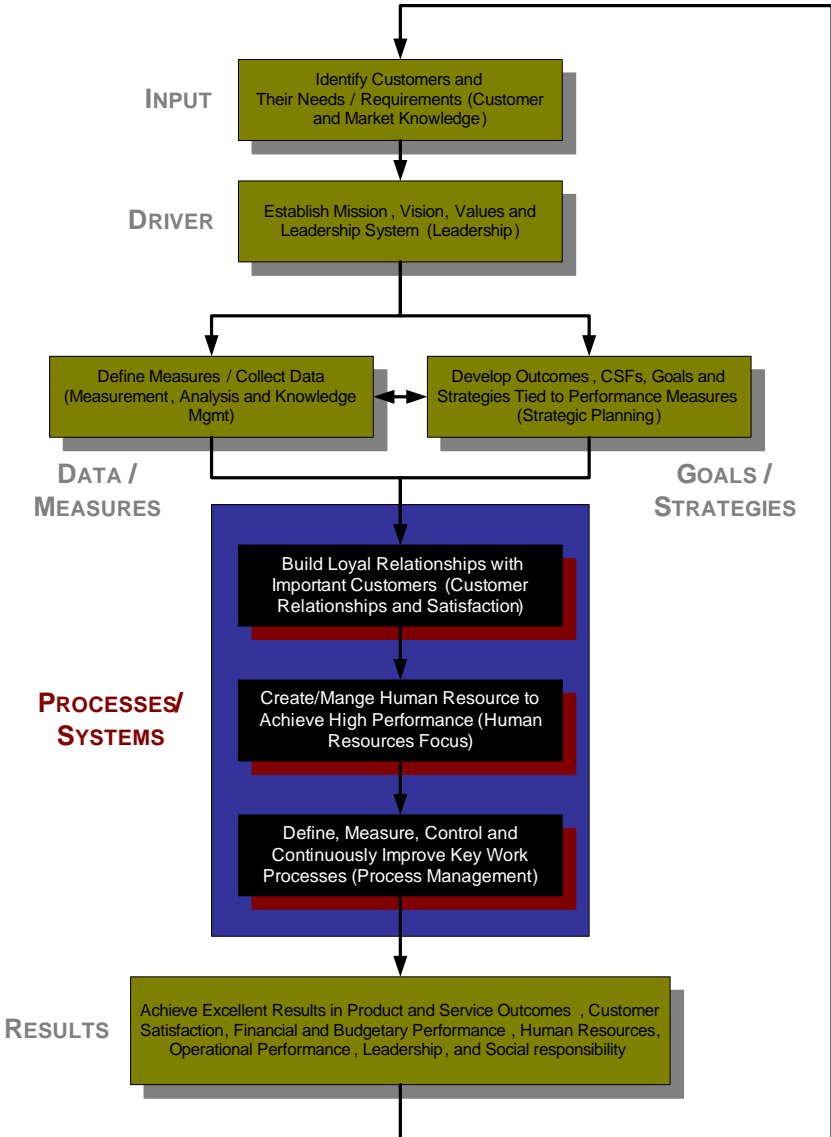
Performing: The final stage of team development in which teams are collaborative, mutually supportive and productive.

Procedures: How team members work together and with other stakeholders.

Roles: Who does what on the team.

Storming: The second stage of team development in which roles, control, and influence are the greatest issues to be resolved. This stage is characterized by conflict, frustration, and uncertainty.

BALDRIGE LINK



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